



Volume 5 No : 2 (2020)

**A Review of Youth Employment Initiatives In
Benin: Policy Perspectives**

**Adegbola YP, Crinot GF, Dassou SS, Atacolodjou AL, Kouton- Bognon B,
Adegbola MC-P, Boadu P and Fatunbi A.O**

March, 2020



Citation

Adegbola YP, Crinot GF, Dassou SS, Atacolodjou AL, Kouton- Bognon B, Adegbola MC-P, P Boadu, and Fatunbi A.O (2020). A Review of Youth Employment Initiatives In Benin: Policy Perspectives. FARA Research Report 5(2): Pp 34

Corresponding Author

Dr. Adegbola Ygue Patrice (patrice.adegbola@yahoo.fr)

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Forum for Agricultural Research in Africa (FARA)

12 Anmeda Street, Roman Ridge PMB CT 173, Accra, Ghana Tel: +233 302 772823 / 302 779421 Fax: +233 302 773676 Email: info@faraafrica.org Website: www.faraafrica.org

Editorials

Mr. Benjamin Abugri(babugri@faraafrica.org)

ISSN:2550-3359

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Acknowledgements

This work was carried out within the Program of Accompanying Research for Agricultural Innovation (PARI), the PARI project is coordinated at the global level by the Center for Development Studies (ZEF), University of Bonn in Germany. The PARI project (<https://research4agrinnovation.org/>) is also coordinated in Africa by the Forum for Agricultural Research in Africa (FARA). The funding for this work is provided by the German Federal Ministry of Economic Cooperation and Development (BMZ).

The authors wish to acknowledge the contributions of the different individuals in ZEF and FARA to the reviews of the proposals and the final outputs of the research endeavors. The contributions of Dr. Fatunbi Oluwole and its team in FARA, as well as Dr. Heike Baumüller and her team at ZEF are well acknowledged.

We would also like to express our gratitude to the management of the National Institute of Agricultural Research of Benin (INRAB) for their scientific and administrative supports. We also appreciate the efforts of the enumerators who contributed to this study.

Abstract

Youth unemployment is an issue that concern the majority of governments all over in Africa and especially in Benin. The main purpose of this review is to identify the main large-scale initiatives for youth employment taken between 2000 and 2018 in rural areas of Benin. To do this, a review of the literature first collected all the secondary data on youth employment. Then, individual and group interviews were carried out respectively with resource persons from structures involved in the promotion of youth employment and young men and women who benefited from youth employment initiatives in the departments of Atlantic, Ouémé, Borgou and Alibori. From the results obtained, eighteen (18) youth employment initiatives have been identified in Benin. These initiatives have different characteristics and can be classified in the four classification categories adopted by the International Labor Office (ILO). Also, based on the number of beneficiaries reached, the top five youth employment initiatives are in order of importance: Agricultural Diversification Support Program; Youth Employment Project; Wage employment support program; National Microfinance Fund - Financing Agricultural Activities in Rural Areas; Job Applicant Capacity Building. The recommendations formulated at the end of this study mainly go to decision-makers or government officials. They must: identify the major employment problems of young people through an inventory of the labor market, adapt training to the needs of the labor market and review the institutional and political framework so that it can promote the employment of young people.

Keywords: unemployment, program, characteristics, labor, market.

Introduction

The various social crises observed since the 1990s have resulted in a decline in formal sector jobs and rapid job growth in the informal sector characterized by low productivity and significant underemployment (Aboubacar, 2002). The proportion of young people in rural areas represents 52.5% of the active population (INSAE, 2017). Among the root and structural causes of poverty, it was highlighted, among others, that the young population was experiencing unemployment, with very low job prospects (Kpatou, 2011). The unemployment rate in Benin increased from 0.82% to 3.98% in 2019, which is still low. However, low unemployment rates can disguise substantial poverty in a country, while high unemployment rates can occur in countries with a high level of economic development and low rates of poverty (ILO, 2019; World Bank, 2019).

Benin's economy is undergoing structural reforms towards a liberalized market economy, which includes the privatization of the cotton sector and the public services sector. About 74% of all employees still live below \$ 3.1 a day and the reduction of the working poor has stalled. Income inequality is increasing (LO / FTF Council; 2018).

Since 2007, the Benin government has been trying to reduce unemployment among young people. However, initiatives in this direction included, providing young people with entrepreneurship training and work experience through the activities of the National Employment Agency (ANPE) and other employment projects support for young people (Dedehouanou et al., 2018).

The question of employment highlights the whole problem of development from the level of worrying underemployment and unemployment which affects young people, in this case women, and at the same time determines the extent of monetary poverty. The Beninese government has drafted the National Employment Policy (PNE) which has set itself the vision of *"By 2025, all Beninese and all Beninese of working age have a job likely to provide them with an income allowing to meet their vital needs and their integral well-being"* (PNE, 2011).

This situation has led the authorities to create different programs and projects with the technical support of the UNDP and the International Labor Organization (ILO), which have had more or less mixed results, due to the limited resources allocated to organizations charged with creating employment. These programs are of various types, namely temporary job creation, entrepreneur training, apprenticeship and vocational training, business promotion and youth employment programs. Increasingly, a large proportion of job seekers only join the labor market to be faced with a limited number of job opportunities. The reluctance of employers to hire inexperienced people makes the situation all the more difficult for young job seekers. Youth employment remains one of the main cross-cutting objectives of development strategies in the years to come, in particular through the National Employment Policy (African Economic Outlook, 2012).

Questions arising from the various measures are emerging. What were the main large-scale initiatives for youth employment taken between 2000 and 2018 in rural areas of Benin?

This report presents the information obtained and analyzed at the end of the qualitative round. It is structured around four (4) sections. This introductory section presents the background and the different objectives of the study. The second section describes the methodological approach adopted. Then, the third section deals with the presentation of the results from the qualitative survey. Finally, section 4 presents the main conclusions, as well as the recommendations.

Methodology

Study area and data collection

The study was conducted in the districts of Benin's Agricultural Development Hub (ADH) and mainly in rural areas. Two selection criteria, namely the number of young people aged 15 to 45 in rural areas and the increased unemployment rate at the level of each department, made it possible to identify the two most populated departments of young people whose unemployment rate is high and the two most populated departments with low unemployment rates. Based on these criteria, the departments of *Atlantique*, *Ouémé*, *Borgou* and *Alibori* were retained for this study.

Step 1: Review the literature

The literature review identified key youth employment actions that have already been implemented by the government and other private initiatives. The concepts and approach developed were presented. The literature review made it possible to collect all the secondary information that exists on youth employment in Benin. To do this, the basic documents of youth employment projects and initiatives, implementation and activity reports, research work reports, published articles were meticulously analyzed. For this purpose, a reading grid, allowing to make a content analysis was developed.

Step 2: Interview with resource persons

This step was carried out with structures and organizations involved in the promotion of youth employment in Benin. They were interviewed individually. This step made it possible to know the existing organizations and structures involved in the field of youth employment (see in Annex, the list of structures and organization). Using an interview guide, the following data were collected at the level of each institution and program that conducts these initiatives: objectives, intervention method, selection criteria of beneficiaries, results obtained, etc.

Step 3: Focus group discussion (FGD)

The focus group discussions were realized in collaboration with the person in charge of the selected initiatives. Young men and women who have benefited from the initiatives were interviewed in the four departments where the initiatives have been carried out. The FGD were facilitated by a research team following the interview guide which had been previously prepared.

Data Analysis

From a reading grid developed for this purpose, the literature review allowed us to gather the topics related to our research questions. Subsequently, content analysis was mainly used to analyze qualitative data and data from the literature reviewed. The SWOT tool was applied to collect and analyze qualitative data on Strengths, Weaknesses, Opportunities and Threats of each initiative.

Results

Summary of all major initiatives implemented interventions since the year 2000 in Benin. In Benin, many programs have been created, most of them targeting young workers aged 18 to 42, women, artisans and small and medium-sized enterprises. The expected results were aimed at reducing unemployment, creating jobs for young people, helping young people to start a business. Many factors facilitated the success of the programs, such as the support of microfinance institutions, the commitment and willingness of the state, communication strategies, training themes and the dynamism of young people. In Benin, several programs had been implemented for youth employment. During this study, the main principles identified are described below:

Programme d'appui à l'emploi salarial (Wage employment support program)

Created in 2006, the aim of the *Programme d'appui à l'emploi salarial (PAES)* was to increase the employability of young people and women graduates, first-time jobseekers through pre-insertion internships in the public administration and private structures in order to promote their occupational integration. This program had three (03) main components: the *Contrat Première Expérience Professionnelle* (First Professional Experience Contract), the *Contrat d'Appui aux Entreprises* (Enterprise Support Contract) and the *Contrat Solidarité Emploi* (Solidarity Employment Contract). The strategy for implementing the PAES is described as follows. After registering jobseekers at the *Agence Nationale Pour l'Emploi* (National Agency for the Promotion of Employment) level (through the online platform or through ANPE branches), jobseeker is supported by an Employment Counselor. The latter discusses with the jobseeker to understand his/her motivations and to direct him/her towards the type of job he/she is looking for and in which he/she would most likely flourish. In the event that it is the salaried employment that interests the jobseeker, the *Agence Nationale Pour l'Emploi* agents check whether the person concerned has professional experience. If this is the case, he/she will be retained to follow capacity building modules on the job search and would be linked with companies who seek his profile. But if the jobseeker has no professional experience, the *Agence Nationale Pour l'Emploi* finds him an internship in business (public or private) for the acquisition of professional experience. This internship is for a duration of six (06) months renewable once. During this training period, the young jobseeker works 4 days out of 5 days in the host structure. If an agreement was reached between the *Agence Nationale Pour l'Emploi* and the structures, the trainee could have a day to be devoted to the job search. However, the *Agence Nationale Pour l'Emploi* offers a monthly allowance to the trainee

throughout the duration of the internship. The ASPP is fully funded from the national budget and had registered 17,911 beneficiaries between 2006 and 2017.

Programme d'Appui à l'Emploi Indépendant (Independent Employment Support Program)

Established in 2006, the objectives of the *Programme d'Appui à l'Emploi Indépendant (PAEI)* are: (i) to develop entrepreneurship, particularly among young people and women, (ii) to contribute to the emergence of new entrepreneurs and (iii) accompany private initiatives that create wealth and generate sustainable and decent jobs. Essentially, the *PAEI* promotes entrepreneurship in order to combat the unemployment and underemployment of older women and young people who have opted for self-employment, with or without project idea. Specifically, after the registration of the young jobseeker on the platform of the *ANPE*, jobseeker is given an appointment with an employment counselor for an interview. The purpose of this interview is to counsel and guide the young jobseeker towards the type of job in which he would flourish according to his motivations. When the young person chooses independent employment, he/she is then trained by training firms accredited by the *ANPE*. The courses culminate in an incubation process where the young person first undergoes an immersion with a business leader operating in the sector of activity chosen by the young trainee. Thus, young people are coached by professionals who try to teach them all the nuts and bolts of the job. In addition, young people are monitored during the first six months of life of their companies. Indeed, the *ANPE* provides these young people with human resources such as accountants and executive secretaries and refers them to donors for possible funding.

Partenariat Décentralisé pour l'Emploi (Decentralized Partnership for Employment)

Established in 2009, *Partenariat Décentralisé pour l'Emploi (PADE)* aims to decentralize the services of the *ANPE* by supporting the 77 Communes of Benin in quality human resources and equipment for local development. Through this partnership, the *ANPE* offers municipalities qualified human resources support through paid trainees who must eventually be recruited by the town halls and institutional support for the activities of the *ANPE* through a focal point or Communal Employment Agent (ACE) by municipality. The ACEs are relays for the activities of the *ANPE*. They are responsible for identifying the needs of youth seeking employment for the organization of capacity building. They also support town halls in the development and implementation of their employment strategy. The main results achieved through the implementation of this program are: the recruitment and training of 82 ACEs for the town halls, the training/capacity building of the youths of the various municipalities on job search, the elaboration of a communal employment policy document for the benefit of 30 communes out of the 77. In total, the *PADE* has impacted 607 cumulative beneficiaries from 2010 to 2017. Through these results, it can be concluded that at the social level, the *ANPE* has had positive effects as all the remote municipalities now have access to *ANPE* services. At the economic level, the staff of the town halls have been strengthened by the recruitment of ACE whose remuneration is supported by the World Bank via the *Programme d'Emploi des Jeunes* (Youth Employment Project). The main success factor for the *PADE* was the existence of a demand

for human resources that would deal with employment issues at the town hall level. According to the actors, *PADE* owes its relatively good performance to its coverage of the entire territory (77 municipalities). In addition, the development of communal employment policies would be a real opportunity for town halls because this document can enable them to access more funding. However, it is observed that the collaboration is sometimes difficult between the ACEs and the heads of the town halls because the mayors consider that the ACEs must be sons of the soil.

Renforcement de Capacités des Demandeurs d'Emploi (Job Applicant Capacity Building)

Since 2007, the *Renforcement de Capacités des Demandeurs d'Emploi (CRED)* aims to contribute to the reduction of training-employment mismatches. The idea of developing a capacity building program is based on the observation that there are young people who have difficulties in carrying out their duties. These young people sometimes have difficulty performing the tasks assigned to them in the exercise of their duties. Thus, *CRED* provides them with support in the form of technical capacity building. The program targets young people who are already involved in an activity but in search of skills or efficiency. The strategy put in place is to select young applicants and then organize training sessions with these young people at their places of work and in relation to their daily tasks. In doing so, young people are more receptive and the end result is often satisfying. In addition to building the capacity of young employees, this program also helps to retrain young people, whose jobs or training are now out of tune with the changing world and innovations (eg. watchmakers). These are oriented towards other trades. In addition, a support in equipment installation is given to them at the end of the training. This support is provided by the World Bank through the Youth Employment Project. A total of 226 beneficiaries participated in capacity building sessions in 2017; this brings the total number of *CRED* recipients to 1,224 between 2009 and 2017. The youth are excited about this program mainly due to the fact that the training sessions take place at the employee's workplace and at the workplace and the equipment endowment for reconverted workers. However, the evaluation of *CRED* highlighted its weaknesses as the lack of beneficiary monitoring mechanism. However, *CRED* has shown that young people are not employable after their training.

Agence Nationale pour la Promotion des PME (Accompanying Young People to start a business)

Supporting young people to start a business is an initiative of the *Agence Nationale pour la Promotion des PME (ANPME)*. It aims to support young people to start a business. The diagnosis that led to the creation of the *ANPME* was the lack of structures dealing specifically with Small and Medium-sized Enterprises/Small and Medium Industries (SMEs / SMIs). This initiative aimed in particular at young people from traditional training centers, in this case the University of Abomey-Calavi (UAC). It is the training centers that launch the call and select young people who want to be trained on topics related to entrepreneurship. In this context, various activities are carried out by *ANPME* staff: training young people on entrepreneurship,

coaching young people on starting a business and participating in television and radio programs on entrepreneurship development in order to create entrepreneurship among young people. This initiative is financed exclusively from the national budget, resulting in the training of 500 students.

Programme d'Appui aux Jeunes et PME (Support for Small and Medium Enterprises and Small and Medium Industries)

Support for SMEs and SMIs is an initiative of the National Agency for Small and Medium Enterprises whose objective is to assist SMEs/SMIs in their activities. However, only formally registered SMEs/SMIs are eligible for this support. The various activities carried out in this context are: training for the staff of companies which showed interest, donation of equipment to SMEs/SMIs, advisory services to SMEs/SMIs and facilitating access to the market for the sale of goods and products. As in the case of support to young people to start a business, support for SMEs/SMIs is entirely financed from the national budget. At the end of the support process, more than 800 SMEs/SMIs staff were trained and 140 SMEs/SMIs were equipped with various materials. The strong demand for business advisory support and the selection method for SMEs/SMIs (identification of all SMEs and SMIs prior to selection) were the main success factors for this initiative. But too long administrative procedures (public investment program funding) constitute a major weakness that affected the smooth execution of planned activities. In addition to the slow administrative procedures for disbursement, ANPME officials believe that the funding is not sufficient to carry out all activities that fall under the agency. This poses a threat to the sustainability of the initiative.

Projet Emploi des Jeunes (Youth Employment Project)

The *Projet Emploi des Jeunes* (PEJ) is a Benin government project in partnership with the World Bank. PEJ has four components:

Component 1: Developing skills through learning

This component aims to improve the access of underemployed youth to better quality apprenticeship in skilled trades. In Benin, vocational training is characterized by the predominance of the traditional informal apprenticeship system. This system, except trades, has constraints that cause discontinuations during the cycle. It is with this in mind that the Government of Benin adopted a national policy for continuing vocational training at the national level. Thus, certificates of competence have been instituted: Certificate of Professional Qualification (CQP) and the Certificate of Qualification to the Professions (CQM). But despite the efforts made, several constraints continue to hamper vocational training: the CQP is only operational in 13 professions out of nearly 300; the CQM is only developed in 46 professions in 29 municipalities; vocational training centers are poorly equipped, among others. The first component of PEJ was therefore developed to provide solutions to these constraints.

The Professional Certificate of Qualification (CQP) is a national initiative. This certificate enables the state to recognize the professional, technological and general skills acquired through the apprenticeship or the exercise of a trade or a qualifying professional activity. It is intended for apprentices who are at least 14 years old with a Primary School Certificate level and who have completed at least 6 months and at most 2 years of apprenticeship. The strategy for implementing this initiative is as follows: Apprentices register. Then after selection, they are given training in centers created by the state for 3 years. During the training, the apprentice spends five (05) days in his apprenticeship center and one (01) day in the training center created by the state. After three years, the person is expected to pass the end of apprenticeship examination to obtain a certificate. Funding for this initiative comes from the national budget, the Swiss Cooperation, the French Development Agency.

Like the CQP, the Certificate of Qualification in Trade (CQM) is a national initiative. In addition to the objective of the CQP which is the recognition by the state of the professional, technological and general competences acquired by the apprenticeship or the exercise of a trade or a qualifying professional activity, this initiative provides equipment to young holders on credit for the establishment of their business. The beneficiaries of this initiative are uneducated apprentices who are at least 14 years of age and have completed the 3-year apprenticeship cycle. To implement this initiative, first of all, apprentice craftsmen register with Development Fund for Continuing Professional Training and Apprenticeship (DFCPTA), which in turn makes a selection. Then training is given to the master craftsmen in the centers created by the state which in turn trains the selected apprentices and craftsmen. An end-of-apprenticeship examination is organized. It benefits from the same sources of funding as the CQP namely the State, the Swiss Cooperation and the French Development Agency.

Component 2: Develop micro entrepreneurship skills

Component 2 of the *Programme d'Emploi des Jeunes (PEJ)* aims to develop the skills of underemployed youth in setting up and running a small business while providing them with life skills in the context of intensification and improvement. The quality of the existing programs at the *Agence National de la Promotion de l'Emploi (ANPE)* this case the *Programme d'Appui à l'Emploi Indépendant (PAEI)* and the *Renforcement de Capacités des Demandeurs d'Emploi (RCDE)*. Thus, this component of the PEJ is implemented by the ANPE. The selection criteria for young people are the same, defined by the ANPE for the PAEI and the RCDE.

Component 3: Support the installation of young promoters

The specific objective of component 3 of the PEJ is to support young underemployed persons in the process of setting up their small individual or collective enterprises through the granting of a small start-up grant or linking them with the *Fonds National de Promotion de l'Entreprise et de l'Emploi des Jeunes (FNPEEJ)* or other financial structures for the granting of credit of more substantial amount. Like component 2, component 3 of the PEJ is implemented by the ANPE. The selection criteria for young people are the same, defined by the ANPE for the PAEI and the RCDE.

Renforcement des Compétences pour l'Emploi des Jeunes et le Développement Rural en Afrique de l'Ouest (Skills for Youth Employment and Rural Development)

Implemented between 2010 and 2016, the *Renforcement des Compétences pour l'Emploi des Jeunes et le Développement Rural en Afrique de l'Ouest*, (CEJEDRAO) aimed to strengthen the capacity of rural communities to identify local economic opportunities and develop demand-driven rural economic services. This program mainly targets young people in rural areas. In a holistic approach to development, the project chose the "get it done" approach whereby the components use private and non-governmental structures to carry out the activities included in the action program in a participatory manner. This initiative was funded by the Government of Denmark with an amount of US \$ 8,597,244. This initiative has benefitted 11,284 beneficiaries, which represent 108% of the total expected beneficiaries at the end of the project. The project created 6,343 jobs representing 117% of the total workforce expected at the end of the project. It also strengthened the capacity of 1,964 master craftsmen and trained 2,977 apprentices. In addition, 3,480 managers and partners have been reinforced since 2010, in their capacity to grasp the problem of youth employment and informal learning.

This initiative has been successful owing to the approach used. Indeed, this approach took into account all social strata. In addition, local actors have been heavily involved. It is the local communities that identify the sectors and their needs.

Fonds National de Promotion de l'Entreprise et de l'Emploi des Jeunes (National Fund for the Promotion of Enterprise and Youth Employment)

Established since 2008, the National Fund for the Promotion of Enterprise and Youth Employment (FNPEEJ), facilitated the access of young people and Small and Medium Enterprises to products and production tools through credit schemes. These program targeted young people between the ages of 18 and 40, and SMEs operating in any sector of commerce and oil. Beneficiaries were selected on the basis of Decentralized Financial Systems (DFS) criteria. In reality FNPEEJ facilitates access to credit through to DFS. Project holders are thus approached by the DFS which studies the project and grants the funds made available by the FNPEEJ. The results obtained by the FNPEEJ are as follows:

1000 women were funded;

500 young people were funded under the Youth and SME Support Project;

300 youth funded under the VAPP;

400 million CFA invested in the special reinsertion program for the unemployed;

These results were achieved through the use of solidarity credit for women's entrepreneurship support and close monitoring of beneficiaries.

TechnoServe's BeniBiz project

Created in 2018, TechnoServe's BeniBiz project aims to implement the company's growth accelerator and support businesses. It works mainly with formal or informal companies which are at least 6 months old, making at least a monthly income between 150,000 and 400,000 FCFA and can dedicate at least one (01) day per month to participate in training. BeniBiz collaborates with all businesses located throughout the Beninese territory except Cotonou.

The implementation of the project is done through recruitment of entrepreneurs who are trained and coached. It receives financial support from the Dutch Ministry of Foreign Trade and Development, and the Directorate of Development and Cooperation. The results obtained from the program includes 109 SMEs and 207 young entrepreneurs trained nationally.

Agrisatch

Initiated in 2004, Agrisatch is a big firm located in Torri and Hêvié. It employs young Agriculturist graduating from universities and vocational training centers. It aims to meet the local demand for local meat products. It is reputed for the production of table eggs, the slaughter and marketing of chickens, the marketing of poultry droppings and the production of yellow maize. To carry out its activities, this institution defines objectives, mobilizes human and financial resources and implements its activities. It receives financial support from the financing institutions such as Bank of Africa (BOA), Société Générale of Bénin (SGB), and the government through the tax exemption on imported equipment. Today Agrisatch produces 180,000 eggs a day, employing about 40 permanent employees and 150 seasonal employees. The key factors of its success are the dynamism and professionalism of the company staff and the existence of a flow market.

Programme de Diversification Agricole par la Valorisation des Vallées (Agricultural Diversification Program through the Valorisation of the Valleys)

Since 2008, *Programme de Diversification Agricole par la Valorisation des Vallées (PDAVV)* is an initiative by the government to respond to the problems of underemployment of young people. As part of its implementation framework, national forum on youth employment was organized. The main actionable outcomes/recommendations were: (i) to develop and strengthen the employability of young people, (ii) develop their entrepreneurial spirit; (iii) facilitate their access to credit and land; (iv) promote employment in rural areas through the modernization of the agricultural sector. Based on these recommendations, the government deployed to set up implementation structures for the Agricultural Diversification Program through the Valorization of the Valleys (PDAVV). The objective of this program was to contribute to the creation of the necessary conditions for sustainable economic growth and the reduction of poverty in the valleys of Ouémé, Niger, Mono, Couffo and Pendjari. More specifically, the program was set out to: (i) promote the development of selected sectors ; (ii) develop economically viable and job-creating micro-and small-scale enterprises within the selected sectors and benefiting from access to services; (iii) support existing MSEs into professional organizations and provide them with the necessary support, (iv) support the promoters by setting up infrastructures essential for improving the marketing conditions of products, and finally (v) make the program management unit functional and operational. This program had 4 components namely:

Component 1: support for the development of agricultural value chains;

Component 2: support for the installation of promoters for the consolidation of MSEs and access to financial services in the short and medium term;

Component 3: support for professionalization and capacity building of agricultural stakeholders; and

Component 4: development, infrastructure and equipment

The program implementation strategy was based on three fundamental approaches. They include: (i) participatory village level approach (ANPV) for determining the action to be taken at the village; (ii) the chain approach (value chain) that takes into account each speculation holding mode of production, are relations between actors and the organization of the markets and the doing of it-making it possible to create relevant partners, sharing of roles and responsibilities. The PDAVV focused on a target groups of young people and women, constituted in economic groupings or not, stemming from the five valleys (Oueme, Niger, Mono, Couffo, and Pendjari) in 22 districts of Benin. The PDAVV is mainly aimed at two actors, small producers, transformers, small traders, which women and young people are represented, and micro and small emerging entrepreneurs, operating in the field of transformation, storage and marketing. The program also aimed to settle 1,500 young people in the fields of corn, rice, poultry and small ruminant production; and develop production on 1000 hectares. The results reached 1,300 young promoters and helped young people to develop business plans.

Projet de Développement de l'Agrobusiness au Bénin (Agribusiness Development Project in Benin)

The Agribusiness Development Project in Benin is one of the government initiatives which was launched on May 17, 2018 for a period of four years with the support of India and the United Nations Development Program (UNDP). The competitiveness of agricultural and agri-food products in the market is a determining factor for success in the agricultural sector. The project was set up to promote real startups in the agricultural sector, which can in the short and medium term contribute substantially to the creation of decent jobs which are sustainable. The PDAB aims to contribute to the support of priority sectors of the Beninese government, namely pineapple, cashew, market gardening, rice, cassava, oil palm, table eggs, milk, meat and aquaculture. The criteria for choosing beneficiaries is that the beneficiaries must be in the activity for at least 3 years, be between 18 and 40 years old, have at least BEPC and be able to describe the activity and defend its relevance. The expected results of the project is to create 1,000 jobs for young agricultural entrepreneurs to become true startups, then support 10,000 producers in their activities and support 35 aggregators as well as 90% of young applicants to obtain funding from microfinance institutions. So far, 101 young people have been selected, including 16 women in the fields of market gardening, agricultural processing, small livestock and fish farming. The implementation strategy is to rely on the actors at the base in agreement with the partners for the implementation of the planned activities. Under the actors, there are the Agence Territoriale de Développement Agricole –ATDA – (Territorial Agency for Agricultural Development) (for the follow-up of the beneficiaries), la

Direction Départementale de l'Agriculture de l'Élevage et de la Pêche –DDAEP (Departmental Direction of Agriculture, Breeding and Fishing) (for access to land), and le Fonds National du Développement Agricole (National Fund for Agricultural Development (NFAD) (for the financing). The overall cost of the PDAB is approximately 5 billion CEFA, of which a contribution of 4 billion from the Government of Benin, 200 million from UNDP and 150 million from the Government of India.

Fonds National de la Microfinance - Financement des Activités Agricoles en milieu Rural (National Microfinance Fund - Financing Agricultural Activities in Rural Areas)

The Fonds National de la microfinance - Financement des Activités Agricoles en milieu Rural (FNM) is a structure operating throughout the national territory through the capacity building of Micro- Finance Institutions (MFIs). Established in 2010, the FNM was aimed to support young rural workers and small and micro enterprises through the initiative funding micro and small businesses, and Agricultural Activities in Rural Financing environment (FAAR). The goal of this initiatives was to empower young people in rural areas and support micro and small businesses through the financing of microfinance institutions which constitute the operational arm of the FNM. To do this, FNM conducts an evaluation of applications by a credit committee. When a favorable response is given by the credit committee, the MFI at the request of the FNM proceed to the completion of certain formalities before the disbursement is done. It should be noted that the FNM takes a look at the smooth development of youth support in the field through its monitoring system. Indeed, there were focal points at the level of the MFIs that informs the FNM about the credit consumption assigned to them. In addition, visits organized by the FNM were carried out in the field for the benefit of MFIs and also enable beneficiaries to see the effectiveness of the achievements. Likewise, audit missions are initiated in order to ensure the respect of the procedures of disbursement of funds in accordance with the rules in force in the field of micro-finance. Given the fairly strong demand, the growing need for young people and the political will, the results have been satisfactory. However, climate change, risk variations and insurance difficulties are factors limiting the success of the fund's efforts. Several technical and financial partners contributed to the achievement of the objectives of the fund. These include the Banque Islamique de Développement (Islamic Development Bank) which mainly supports micro and very small businesses. Similarly, Banque Ouest Africaine de Développement (West African Development Bank), Banque arabe pour le développement économique en Afrique (Arab Bank for Economic Development in Africa), Projet d'Appui à la Croissance Economique Rurale (Rural Economic Growth Support Project), etc. are involved in Financing Agricultural Activities in Rural Areas (FAAR).

University of Abomey-Calavi Startup Valley Incubator Program (UAC Startup Valley Incubator Program)

University of Abomey-Calavi Startup Valley is a center of management, hosting and development of innovative companies with high potential for creating decent and sustainable jobs. Created by a rectoral decree attached to the vice rectorate responsible for interuniversity

cooperation and external relations, the UAC Startup Valley Center, since 2016, became a foundation governed by a board of directors. According to the academic report of the UAC in 2016, more than 20,000 graduates leave the UAC each year and less than 20% manage to enter the professional environment 3 years after graduation. Following all this, the aim of UAC Startup Valley is to train for a professional future, reduce the unemployment rate of graduates and be a player in local and national development. To this end, several programs were designed for the benefit of young people throughout the national territory. This was an incubator program of UAC Startup Valley Enterprises, including the UAC Startup Valley incubator projects, and the UAC Startup Valley Innovative Projects Accelerator project. Similarly, the program of Economic Valorization of University Research Results through the RUFORUM project, the program of Volunteering of Young Graduates of Universities and finally the Program Strengthening Infrastructures and Equipment of the UAC. Of all these projects and programs, only the UAC Startup Valley Incubator projects and the UAC Startup Valley Innovative Projects Accelerator Project are truly operational. Three areas, namely agro business, technologies and services with high added value were selected by the foundation to support young graduates of Benin Universities. To be eligible for foundation services, it is necessary to be a multidisciplinary group, members must have graduated from the universities or high school, the members of the group must be 40 years old at most, have a business idea, have in the group at least a member who graduated from the UAC and a woman as a member of the group. The implementation strategy is first to recruit. Following recruitment, the awareness phase, the pre-selection of business ideas and thence the selection of business ideas are involved. Three (3) technical workshops are organized for the benefit of recruits on the entrepreneurial culture and the formulation of business projects. The second level is pre-incubation. Three (3) technical workshops are organized for the study of business projects, then the realization of prototypes and finally, the search for technical and financial partners. The penultimate level of the implementation strategy is incubation. It is characterized by the formalization of companies, initial investment, recruitment and training of personnel, production and marketing, close monitoring of companies and the acceleration of business growth. Finally, the exit and post incubation mark the end of the process. It consists of the evaluation of companies, the exit of successful companies and the follow-up of off-site companies. Several partners provide support to the foundation in achieving its goals. It is between financial partner like UAC and technical partners namely the Organisation International de la Francophonie (International Organization of the Francophonie) the town halls of Zè, Ouidah and Allada, the program RUE-FORUM, Blue zone and Niche Bern 238.

Programme Cadre d'Appui à la Diversification Agricole (Agricultural Diversification Support Program)

The *Programme Cadre d'Appui à la Diversification Agricole* (PROCAD) is the coordinating framework for the implementation of World Bank interventions in the agricultural sector with the contribution of the state. It is composed of the *Projet d'Appui à la Diversification Agricole* (Agricultural Diversification Support Project) Additional Phase (PADA), and the *Programme de*

Productivité Agricole en l'Afrique de l'Ouest –PPAAO (West Africa Agricultural Finance Productivity Project). The PADA has been implemented since 2012 with the support of the World Bank. The objective of the project is to restore and improve productivity, and post-harvest value addition. The PADA is part of the implementation of the Government's strategy for agricultural diversification defined in the Strategic Plan for Agricultural Sector Recovery (PSRSA) in relation to government program. The objective is to restore and improve field productivity, and post-harvest value addition of targeted value chains (rice, fish, pineapple and cashew) and to promote small-scale livestock (poultry, goat and sheep). In view of the objectives set by the project, it is part of a common vision of the main orientations of the Agricultural Sector Strategic Plan (PSRSA). Specifically, the project aimed to: (i) contribute to the adoption of improved technologies and adaptation of production systems to climate change; (ii) develop production and market infrastructures; (iii) coordinate value chains and facilitate access to finance for private initiatives and coordinate the sector program. The main beneficiaries of the project are the producers, the processors and all the actors of the different value chains. Beneficiaries also included key participants in the production and dissemination of technologies, including extension workers, public and private agricultural extension and advisory services, research institutions, universities and NGOs. The PADA carries out several activities including the training/recycling of grafting nurseries on grafting techniques, training of women farmers, vaccination and deworming campaigns for small ruminants and poultry; the selection of promoters and groups of women and young people to finance on shared costs. The project aimed to impact 250,000 people, including 15,000 young people at the end of the project, training 104 students in Masters and Doctorate degree program. PPAAO aimed to contribute to the efficient and sustainable increase in the productivity of priority crops in Benin. The specific objectives were to disseminate improved technologies for sustainable production and efficient processing of maize, rice and soybeans, market gardening, pineapple, cashew nuts, small ruminants, poultry and fish at the national level; improve levels of adoption of improved sustainable production technologies. The West Africa Agricultural Productivity Program (WAAPP) beneficiaries were producers, processors and vulnerable groups (men, women and young people).

Projet de Promotion de l'Entreprenariat Agricole (Agricultural Entrepreneurship Promotion Project)

The *Projet de Promotion de l'Entreprenariat Agricole (PPEA)* was implemented for five years: from October 1, 2010 to December 31, 2016. The government had put in place a large agricultural promotion project with the support of UNDP. The PPEA intended to reverse investment in order to make the rural environment attractive and to significantly reduce rural exodus. It built on improved human capital for agriculture by building the capacity of hard-working, committed and motivated youth who were out of school in the agricultural sector. The challenge of this project was to make agriculture less dependent on climatic hazards. The implementation of the project was based on the experience of Songhai centers. The project was focused on three main axes:

1. The creation of incubation centers for the training of Young people;

2. support for young people trained in the installation and creation of viable agricultural enterprises;
3. Supporting entrepreneurs and businesses to access national, regional and international factors of production and markets.

Public Service Recruitment

Public Service Recruitment is a government initiative that targets youth employment in public administration. Recruitment at the level of public services is done either by competition giving the chance to the best. Over the period from 2011 to 2016, the number of recruitments in the public services reached 72,285 peoples.

Table 1. Summary of youth employment initiatives implemented in Benin

Project / Program	Targets	Expected results	Results obtained
FAAR	Young rural workers and Micro and small businesses	Reduction of unemployment in rural areas Reduction of mortality of micro and small business	Total amounts disbursed: 1 214 225 975 FCFA Number of funded group projects:115 Number of funded Individual projects: 150 Number of permanent jobs created: 889 Number of seasonal jobs: 398
PDAVV	Young people and women constituted in economic group or not from the 5 valleys Oueme, Niger, Mono, Couffo, and Pendjari. 42 years old or younger Being resident in the production environment	Support the empowerment of young agricultural developers in the valleys and the emergence of micro and small agricultural enterprises. Press the professionalization young agricultural promoters empowerment in the valleys;	Support for the development of business plans. More than 1,300 promoters were supported in the development of plans.

		Improve competitiveness and productivity of targeted productions Ensure the management, monitoring and evaluation of the program	
Agrisatch	Employs young Agriculturist graduating from universities and vocational training centers	About 40 employees About 150 seasonal employees	Production of 180,000 Eggs per day About 40 employees About 150 seasonal employees
ANPME	Young people	Assist young people to create business	Students trained Several participations in television and radio programs
Programme d'Appui aux Jeunes et PME	All Small and Middle Enterprises and Small and Middle Industry	Supporting small and medium-sized industries in activity and Small and Medium Enterprises	More than 800 SMEs/SMIs trained and 140 SMEs/SMIs equipped.
PEJ	Component 1: Vulnerable young people in underemployment. Positive discrimination is made for women (50% women). Component 2: Young people with a university degree or at least a high school certificate. Component 3: Young people aged 18 to 35 who have validated the entrepreneurial skills training modules in component 2 and who have a business plan.	At least 2,500 of the 3,500 young people hold CQP, at least 50% of whom are women; At least 30 trades offer an end-of-apprenticeship exam leading to CQP and CQM; At least 31 new municipalities organize examinations leading to the CQM; At least 15,000 of the 17,000 supported by the project have completed life skills and social skills training, of	The project is running. However, Purchase of equipment to collective craftsmen to support the end-of-training exams 1,069 master craftsmen were trained

		<p>which at least 50% are women;</p> <p>At least 15,000 of the 17,000 youth supported by the project have completed micro-entrepreneurial skills training, of which at least 50% are women;</p> <p>At least 500 young promoters seeking more funding for their empowerment are supported in the development of bankable business plans and in connection with the NFPEYE or other financing structures for access to credit;</p> <p>13,000 young micro-entrepreneurs have used their seed capital wisely through mentoring.</p>	
CEJEDRAO	Young people in rural areas		<p>6,343 jobs created;</p> <p>capacity building of 1,964 master craftsmen;</p> <p>2,977 trained apprentices;</p> <p>3,480 managers and strengthened partners.</p>
BeniBiz	Formal or informal businesses	<p>Increase the annual turnover of entrepreneurs by at least 30% - Assist 2,500 young micro-entrepreneurs, 750 SMEs - Develop a network of close to 150</p>	<p>The project is in progress.</p> <p>109 Small and Medium-Sized Enterprises and 207 young entrepreneurs</p>

		sales agents of nutritional products.	trained throughout the territory.
UAC Startup Valley Incubator Program	Young students Graduate and students at the end of the UAC cycle Graduate and end-of-cycle students Other public universities Graduate and end-of-cycle students from universities and private colleges Graduate and students at the end of the cycle of industrial and agricultural technical schools Start-ups, the MEs, project leaders, the youth are	Reducing the disappearance of incipient SIDS (The death rate in Benin is 70% at 3 years, 79.01% for SMEs at 5, and 87.51% for SMEs at 10 (MICPME 20140)	The program is in progress. 39 functional companies were created out of 67 business projects 390 direct jobs created Number of incubators: 134 out of 328 selected
Decentralized Partnership for Employment	Local authorities (town halls)	Capacity building of local communities Access to ANPE services.	Development of local employment promotion policies (30 municipalities for the pilot phase) Recruitment and training of 82 Municipal Employment Agents or Employment Focal Points for Town Halls.
PAEI	Young people who wish to undertake	Insertion of 17% at the level of salaried employment and 83% for self-employment while 90% of job seekers want a salaried job.	Recruitment of 5 coach to supervise the incubates. 7,883 beneficiaries between 2006 - 2017.
RCDE	Anyone who expresses the need for capacity building	Strengthen young people in their activity	No monitoring mechanism for beneficiaries after training. However, it should be noted that 1,224 recipients attended capacity

			building sessions between 2009 and 2017.
PAES	First job seeker (women, young university graduates and vocational training center) and Young with experience but cannot find a job.	Train young jobseekers and find them job opportunities	1,040 beneficiaries placed in training in 2017 Payment of internship allowance Training of trainees in valorization of the workstation 17,911 beneficiaries between 2006 - 2017
FNPEEJ	Young business promoters	Facilitate the access of young people and Small and Medium Enterprises to products and production tools through credit	1,000 women were funded * 500 youths were funded under the Youth and SME Support Project 300 youth funded under the PDAVV 400 million CEFA invested in the Special Reinsertion Program for Deblocked
PPEA	Young people interested in farming	The capacity of dedicated, committed and motivated youth who are out of school in the agricultural sector is strengthened; Agriculture is less dependent on climate hazards through good control of water; The rural environment becomes attractive and rural exodus is reduced significantly;	Creation of nine incubation centers for the training of young agricultural entrepreneurs; Training of 2,200 young agricultural entrepreneurs and their support for the establishment and creation of viable businesses; Supporting entrepreneurs to

		Improvement of land fertility and extension of varieties and species adapted agricultural technologies and high productivities.	access national, regional and international factors of production and markets.
PROCAD	Young people and women (40% of women)	Adoption of improved technologies; Development of production and market infrastructures; Coordination of value chains and facilitation of access to financing private initiatives.	The program is in progress. 40 nursery nurses trained; Training of women on rice parboiling; Immunization and deworming campaign for small ruminants, ie 17,063 owners of impacted animals, 56% of whom are women; Several companies received material and financial support.
PDAB	Young people aged 18 to 40	1,000 jobs created for youth and small-scale farmers; Support 35 aggregators; Support 90% of young applicants to obtain funding from microfinance institutions	Selection of 101 young beneficiaries including 16 women in the field of market gardening, agricultural processing, small livestock and fish farming.
Public Service Recruitment	Young job seekers in the public sector	Not applicable	Over the period from 2011 to 2016, the number of recruitments in the public services reached 72,285 people

Source: Data collection, 2019

Classification of initiatives using ILO classification

The programs and initiatives for youth employment are defined as policies to improve the prospects of employment for young unemployed. Youth employment initiatives can come from a private, public initiative, and a public-private partnership. However, the interventions are of various categories. The typology of interventions used by the ILO offers four categories for youth employment initiatives:

Employment service- provision of information on labor market, counseling, job search and placement;

Skill development -provision of training, adult literacy, off and on the job training, financial incentives for training;

Employment creation- wage subsidies, public work, self-employment programs, entrepreneurship development;

Integrated program (a mixture of the other categories).

Table 2 presents the classification of initiatives according to the typology used by of the ILO. The analysis of this table shows that the employment initiatives for young people in Benin are of various natures and are not concentrated in a single field. There is a minimum of three initiatives per category; which testifies to the will of the country to tackle the problem of employment in all its dimensions.

Table 2. Classification of youth employment initiatives according to the typology used by the ILO

Categories	Initiatives
Employment service- provision of information on labor market, counseling, job search and placement	Decentralized Partnership for Employment (PADE) Capacity Building of Job Applicants (RCDE) Support Program for Salaried Employment (PAES)
Skill development - provision of training, adult literacy, off and on the job training, financial incentives for training	BeniBiz; University of Abomey-Calavi Startup Valley Incubator Program; Independent Employment Support Program (PAEI) Skills for Youth Employment and Rural Development (CEJEDRAO); Accompaniment of young people to start a business; Support for Small and Medium Enterprises and Small and Medium Industries '(ANPME)
Employment creation- wage subsidies, public work, self-employment programs, entrepreneurship development	Public Service Recruitment ; National Fund for the Promotion of Enterprise and Youth Employment (FNPEEJ); Financing Micro and Small Enterprises Financing Agricultural Activities in Rural Areas (FAAR); Agrisatch

Integrated program (a mixture of the other categories)	Agricultural Entrepreneurship Promotion Project (PPEA); Agricultural Diversification Support Framework Program (PROCAD); Agribusiness Development Project in Benin (PDAB); Youth Employment Project (PEJ); Agricultural Diversification Program through the Valorisation of the Valleys (PDAVV)
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Source: Data collection, 2019

Prioritization of initiatives and SWOT analysis

Table 3 presents a ranking of youth employment initiatives implemented in Benin according to the number of beneficiaries impacted. The results in table 3 indicate that the top five youth employment initiatives are in order of importance : Programme Cadre d'Appui à la Diversification Agricole (ProCAD); Projet d'Emploi des Jeunes (PEJ); Programme d'Accompagnement à l'Emploi Salarié (PAES), Financement des activités agricoles en milieux rurales (FAAR) and *Renforcement de Capacités des Demandeurs d'Emploi (RCDE)*. These initiatives each have a minimum of 10,000 beneficiaries impacted by the implementation of the project/program. However, it should be noted that a good number of initiatives are still being carried out.

The SWOT analysis made it possible to highlight the Strengths, Weaknesses, Opportunities and Threats of projects and initiatives for the employment of young people in Benin. It should be noted that one of the great transversal forces of the initiatives is the political will and the support of the technical and financial partners which allow the realization of these projects. The main weaknesses observed are the lack of regulatory law and dysfunctions in the institutional arrangement and the institutional arrangement of the programs.

Table 3. Prioritization of initiatives according to the number of beneficiaries impacted

Name of the Initiative	Number of beneficiaries impacted	Strengths	Weakness	Opportunities	Threat
ProCAD	30,409	<ul style="list-style-type: none"> -Technical and financial support from the World Bank - Political commitment 	<ul style="list-style-type: none"> -Actions not concrete enough Youth employment targets not relevant 	<ul style="list-style-type: none"> -Lots of job creation by the value chains supported by the project (Pineapple, Cashew, Corn, Rice, Poultry value chain) 	<ul style="list-style-type: none"> -Not followed by young people once the project is over
PEJ	29,000	<ul style="list-style-type: none"> - Support for all training costs by the project - Graduation of craftsmen recognized and signed by the State - Financial support to beneficiaries - Purchase of equipment for collective craftsmen 	<ul style="list-style-type: none"> - Only 13 out of 400 Professions are taken into account - The Professional Training Centers (CFP) are poorly equipped - Not taking all the municipalities into account 	<ul style="list-style-type: none"> - High demand from job seekers in the craft sector 	<ul style="list-style-type: none"> -No rigorous monitoring of young beneficiaries -Non continuation of projects or programs

PAES	17,911	<ul style="list-style-type: none"> -Sensitization on self-employment - Membership of the global network of employment organizations - Remuneration of internships for young people in companies 	Non assurance of stable employment	<ul style="list-style-type: none"> - Government support - Favorable environment for entrepreneurship 	<ul style="list-style-type: none"> - High unemployment rate
FAAR	17,274	<p>MFI support</p> <p>The need exists</p> <p>Device exists</p> <p>Political commitment/will</p>	<p>Climate change</p> <p>No insurance of agricultural activities</p>	Financing for structuring investments	Low reimbursement rate
RCDE	11,284	<ul style="list-style-type: none"> -Need for young employees to be trained to improve skills and be more competitive 	<ul style="list-style-type: none"> -Training of only young people having a job or a trade 	<ul style="list-style-type: none"> - Institutional support available 	<ul style="list-style-type: none"> - ignorance of young people about this kind of training
PAEI	7,883	<ul style="list-style-type: none"> - Awareness session on self-employment 	<ul style="list-style-type: none"> -Not taking people having no activity into account 	<ul style="list-style-type: none"> - Government support 	<ul style="list-style-type: none"> - Job seekers want paid employment.

			- Membership of the global network of employment organizations		- Favorable environment for entrepreneurship	
PPEA	2,200	-Training of young people in agricultural entrepreneurship - Youth funding -Technical support	-No follow-up of young people at the end of the project	-The beneficiaries felt a positive effect after the support of the project.	-difficulty accessing market for business products	
FNPEEJ	1,800	- 10 years of experience	- No law governing all activities carried out	- Willingness of the government to promote a balanced ecosystem - Increase in the number of Start-ups	- Quality of the products which does not meet the requirements of the request - Increase in the default rate	
PDAVV	1,300	- The project works for young people ; -The project works specifically in the valleys which are known for their	- Institutional monitoring of the PDAVV is a problem - The beneficiaries' resources are housed at the FNPEEJ which	-The project can invest in redeveloping old abandoned sites -Creation of the National Fund for Agricultural Development (FNDA),	-Difficulties in accessing the market and climate change threaten	

		strong potential in terms of agricultural production.	has no obligation to report	beneficiaries can go directly to the level of the FNDA	investments for agricultural youth
		-the training costs are borne by FODEFCA.	-Only 13 out of 400 jobs are taken into account	Very high demand for CQP.	Insufficient funding
CQP	1,224	-Only 1 day per week is devoted to training in the centers against 5 days at the master craftsman. -Diploma recognized and signed by the State.		Technical and financial support by the EYP	
ANPME	940	Staff know-how and experiences	Administrative procedure too long because funding on PIP	Existence of demand for advisory support to SMIs and SMEs	Insufficient funding
PADE	689	Coverage of the entire territory	Collaboration sometimes difficult between the ACEs and the officials of the town halls because the mayors believe that the ACEs must be sons of the soil	Development of municipal employment policies which constitute a basis on which the project can rely to obtain funding and continue its activities	

University of Abomey-Calavi Startup Valley Incubator Program	401	<ul style="list-style-type: none"> - Need for support exists - Technical resources exist - 32 trainers are available Land is available 	<ul style="list-style-type: none"> - Not enough financial means - No financial partners 	<ul style="list-style-type: none"> - The structure is credible - Made his evidence with incubators programs; The trust of partners serves as a moral guarantee 	<ul style="list-style-type: none"> - The programs are born day by day which will induce a rivalry in the programs - Risks of lack of support
BeniBiz	316	Engagement of Dutch partners	Young inexperienced not taken into account	Few promoters have a culture in the field of entrepreneurship	Not enough law to define the support framework for young people
Agrisatch	190	<ul style="list-style-type: none"> Dynamism and Professionalism of the company's personnel Existence of a sales market 	Insufficient qualified engineers to maintain imported equipment	Support from technical and financial partners	<ul style="list-style-type: none"> Lack of subsidy for locally produced food. Increase in imports of meat products. Poor quality of energy.

PDAB	101	<ul style="list-style-type: none"> - Political will - Taking into account errors from other projects, - Unifying characters of energies for agricultural entrepreneurship - Accompaniment of beneficiaries in market access etc ... 	Lack of own management unit	Financing for structuring investments	<ul style="list-style-type: none"> - Low reimbursement rate - No setting is available for both funds/Government
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Source: Data collection, 2019

Conclusion and Policy Recommendation

Increasingly, the growing employment crisis is a major issue that is attracting the attention of countries in sub-Saharan Africa, causing an astonishing wave of migrants to Western countries. In addition, Benin, like sub-Saharan African countries, experiences multiple socio-economic problems linked to the lack of job supply. The deficits observed originate from the combination of several factors, both endogenous and exogenous.

Unemployment and underemployment among young people are becoming a serious concern, which has led the Beninese government to draw up a National Employment Policy which is slow in implementation and seems to be theoretical and not applicable to the current context. The job market is very limited in Benin, and the adequacy of Training and Employment is not suitable. Each year, many young people are put on the market without companies being able to recruit them. Efforts to create programs and projects for young people have helped minimize this growing unemployment problem. Various types of initiatives are emerging, namely, employment service- provision of information on labor market, skill development - provision of training, employment creation- wage subsidies, public work, self-employment programs, entrepreneurship development and integrated program (a mixture of the other categories). The major difficulty is that the state no longer has enough budget to recruit enough young graduates from universities. Entrepreneurship therefore seems to be a good way of getting around the problem, except that entrepreneurship is not taught enough in universities which train young people ready to be hired and not to innovate. This review made it possible to review the programs implemented in Benin in order to have an overview of the efforts made, the current state, and the shortfall.

The recommendations to make for policy makers is first to identify the major employment problems of young people, by making an inventory of the job market, in order to determine what is the demand for job providers and identify the major development axes. The second recommendation is that the training should be in line with the job market. The training courses should meet the aspirations of recruiters. A serious reform must be made to allow a better reorientation of university education. The third recommendation is the institutional and political framework which must be completely reviewed. Employment policies seem to have lapsed and are not delivering the results expected. Policymakers need to enact employment-friendly laws, which should include reduction of taxes on businesses that are burdened and unable to recruit. Likewise, laws on the conditions for recruiting young people must also be made in order to regulate labor issues and avoid underemployment.

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